

December 2015



INSIDE FEATURES

- 2 - Marine Corps birthday
- 3 - Teammate Spotlight
- 4 - AQ awards
- 5 - Toys for Tots
- 6 - TRANSCOM history
- 7 - TRANSCOM 2020

Scott AFB, Illinois
Vol. 15, No. 14



Honored Veteran

Maj. Gen. David G. Clarkson, U.S. Transportation Command chief of staff, meets with U.S. Army Lt. Col. (retired) Richard Anshus, a prisoner of war during the Vietnam War, and his wife Sylvia. The general was guest speaker Nov. 11 at a Veterans Day ceremony held at the Veterans Monument in O'Fallon, Illinois, and in his remarks recognized Anshus as an American hero. Photo by Lisa M. Caldwell, USTRANSCOM/PA

See more photos on page 4

Commander holds Strategy Forum

By Lt. Col. Chad K. Morris, TCJ5/4

Gen. Darren W. McDew, commander USTRANSCOM, held a strategy forum Nov. 12 to discuss the future of USTRANSCOM.

If the question is "Why USTRANSCOM," USTRANSCOM Commander Gen. McDew's answer is, "to achieve National Objectives."

Attendees included component and subordinate commanders, their senior enlisted leaders, along with key USTRANSCOM staff leadership.

Kicking off the event, Gen. McDew emphasized that we need to determine the True North...one that will last. As a combatant command, USTRANSCOM doesn't just move stuff; we deliver and achieve national objectives. USTRANSCOM must do a better job of understanding our "supported" customers and developing and selling our Value Proposition.

The component and subordinate commanders led the discussions addressing how their strategies align under the USTRANSCOM Strategy and the challenges and opportunities they face in their particular mission areas. Looking into the future and deciding what small course corrections need to be made now to ensure we are where we need to be in 10-20 years was a challenge echoed by many of the leaders. Another factor making these decisions even harder is the ever-increasing resource-constrained

environment in which USTRANSCOM operates.

A common theme throughout the day was how we ensure our ability to deliver, whenever and wherever called. Some of the key questions discussed were: How do we ensure we have the lift capacity and capability needed from our own organic resources and our commercial partners; How do we ensure we have trained and equipped personnel; How do we ensure we have the access needed; How do we protect our critical resources; and How do we successfully operate in contested cyber and physical environments?

Focusing command resources to address these challenges is the major purpose of the Command Strategy. While the Command Strategy, "Our Story, 2013-2017" has been updated as the environment has shifted, there was still a concern that the document is too internally focused.

The strategy has been revised to address these concerns as well as other recommended updates.

See Strategy on page 5





Marines celebrate 240th

Marines assigned to USTRANSCOM celebrated the Marine Corps 240th Birthday with the traditional cake-cutting ceremony Nov. 6 in the Seay Auditorium. Left - As a tradition, the cake was cut by Marine Col. Eric Livingston (left), senior Marine, while the first piece of cake is shared by Rick George (center), oldest Marine (former Cpl.) present and Cpl. Ryheme Stephens (right), youngest Marine present and assigned to USTRANSCOM. Above - U.S. Marine Capt. August McClung reads a scroll containing the birthday message from Marine Gen. John A. Lejeune. Photos by Rob Wieland, USTRANSCOM/PA

Good Will Towards Humanity

By Chaplain Lt. Col. Trenton E. Lewis

The month of December brings with it the end of our current calendar year and the celebration of the birth of Christ into the world's history. December is full of special observances and the giving and receiving of gifts to and from those we hold near and dear.

In this month of celebration, what challenges me most are my thoughts about the hateful rhetoric and actions occurring, not only on the national and international stages, but the hateful rhetoric and actions that go on in our local area. It is as if no one pays attention to the "Glory to God in the highest . . . good will toward [humanity]" adulation that accompanied the birth announcement of Luke 2:14.

And so I call on all of humanity to simply work towards giving one gift this season: "good will toward humanity". With good will comes value for life and lives that are culturally different than our own. With good will comes an appreciation for the diversity that exists in this world, at the design of the master Creator, and his created is bound to respect this diversity as the co-exist with one another.

Hugh R. Hawies' quote on goodness amplifies my sentiments further: "You can only make others better by being good yourself." Let us do our individual part to ensure we exhibit good will towards one another and call on those around us to do the same.

To me, the essence of good will lies in this "Leaves of Gold" quote:

Goodness

If you would keep young and happy, be good; live a high moral life; practice the principles of the [fellowship] of [humanity]; send out good thoughts to all, and think evil of no [one]. This is in obedience to the great natural law; to live otherwise is to break this great Divine law. Other things being equal, it is the cleanest, purest minds that live long and are happy. The [person] who is growing and developing intellectually does not grow old like the [person] who has stopped advancing, but when ambition, aspirations and ideals halt, old age begins.

TRANSPORTER

U.S. Transportation Command
Office of Public Affairs
508 Scott Dr.
Scott AFB, Ill. 62225-5357
<http://www.transcom.mil>
Email: transcom.scott.tcpa.mbx.director@mail.mil
Phone: (618) 220-4999, DSN 770-4999
FAX: (618) 229-2811, DSN 779-2811

Commander
Gen. Darren W. McDew, USAF
Deputy Commander
Lt. Gen. Stephen R. Lyons, USA
Chief of Staff
Maj. Gen. David G. Clarkson, USA
Senior Enlisted Leader
Chief Master Sgt. William W. Turner, USAF



Chief of Public Affairs
Cmdr. David Nunnally, USN
Deputy Chief/Plans and Policy
Maj. Matthew Gregory, USA
Media Officer
Cynthia Bauer
Community Relations
Lisa M. Caldwell
Transporter Editor
Bob Fehringer
Administrative Assistant
Heidi Yocom
Command Information Specialist
Rob Wieland
Special Graphics Support
Aly Soden

To submit news items, photos or story ideas, call 618-220-1161

An electronic version is available at:
<http://www.transcom.mil/documents/transporter/transporter.pdf>

Teammate Spotlight - Staff Judge Advocate Ethics Team

By Lisa M. Caldwell, TCPA

When you have questions regarding ethical values or conduct, the command's Staff Judge Advocate Ethics Team is at your service. Team members Lou Rae Langevin, Cheryl Pierpoint and Fritz Mihelcic, supervised by Kevin Spradling, are officially delegated authority to render ethics advice.

According to Langevin, the Ethics Team's responsibility is to protect the client, which is U.S. Transportation Command. They help the command meet its mission by minimizing ethical lapses and the ensuing investigations, adverse publicity, congressional interest, and similar irritants.

"In the team's experience, most people violate the regulations and statutes unintentionally and unwittingly," said Langevin.

"Many ethics regulations and statutes are not well known, are counter-intuitive, and have been violated in the past," said Langevin. "Our job is to spot the problems before they occur, resolve the issue, and educate personnel."

Langevin said the team helps ensure USTRANSCOM personnel, as government employees, fulfill their obligation to comply with the president's 14 Principles of Ethical Conduct, located in Chapter 12 of the Joint Ethics Regulation (DOD 5500.07-R).

"Chief among these are the principles relating to the faithful performance of duty without preferential treatment to any private organization or individual, and the rules against financial conflicts of interest or using public office for private gain," said Langevin. "Nothing destroys the public's faith in the government faster than government employees violating



Members of the command's Staff Judge Advocate Ethics Team, (L to R) Fritz Mihelcic with his service dog Mama Cass, team chief Lou Rae Langevin, and Cheryl Pierpoint, review a document. Photo illustration by Lisa M. Caldwell, USTRANSCOM/PA

these principles."

"We provide ethics advice and counsel to all USTRANSCOM activities, both official and unofficial (such as private organizations, and booster clubs involved in fundraising), and to members who separate and are seeking outside employment," said Langevin. "We've received ethics questions from every command directorate and from individuals. We like and encourage that -- we can't help if we don't know."

According to Langevin, the team considers federal law and regulations, DOD and Service policies and directives, and USTRANSCOM instructions when reviewing ethics issues. They also coordinate with other base offices to ensure senior leaders have the

same understanding of activities with non-federal entities.

"As a combatant command, we're held to higher scrutiny," said Langevin. "We work with the DOD Standards of Conduct Office to ensure we're always on the ethical high ground."

"The ethics program at USTRANSCOM has been recognized by the Joint Staff for the past two years as the best among the combatant commands," said Langevin. "Our training guides and tools have been shared as best-practice examples. And our public and confidential financial disclosure program has been rated among the highest in DOD for three years in a row."

Enlisted call

Gen. Darren W. McDew, commander USTRANSCOM, addresses enlisted members of his command Oct. 26 during an Enlisted Call in the Seay Auditorium. Photo by Bob Fehring, USTRANSCOM/PA



TCAQ End of Year Awards

By Pamela S. Hall, TCAQ

Several years ago, TCAQ created a unique and fun awards program to highlight the achievements of individuals who overcame challenges and cleared the path for success. Each year, the highly coveted "Rock", "Turtle", "Duck", and "Geese" awards are presented at our Fiscal Year End celebration. A tour of TCAQ reveals many ducks, turtles and rocks on the desks of previous award recipients; the geese trophy (pictured above) is a traveling award that moves to the new winning team each year. An explanation of the awards and the FY15 recipients are as follows:

The Rock Award

* Someone who is always there for others and serves as a sounding board, helper, etc and remains grounded.

Dave Swaney (TCAQ-DPO). Dave, DPO's "Rock Legend," completed an extensive two-year effort to award a new cost-reimbursement contract for USTRANSCOM's AT21 program.

Dave also worked tirelessly to award a modification for the Integrated Booking System (IBS), incorporating critical support to vital capital projects that will greatly enhance the DoD's booking capabilities.



The Geese Award is for sticking together and helping group members.

The Turtle Award

* The person who stuck their neck out for a program/contract and got things done.

Melinda Lewis (TCAQ-I). Melinda notably withstood the perils of sticking her neck out for the Sealift Services Branch.

First, she led the acquisition in support of GTMO liner services.

Second, Melinda served as the lead specialist in modernizing the VISA contingency contracts.

The Duck Award

* The calm, but busy, busy person -- feet are going ninety miles-an-hour underwater, but they appear calm on the surface.

Tim Knapp (TCAQ-PEO). Tim is unflappable. The high profile DPS program requires a consistently calm voice and Tim provides it to the team.

In the past year, the DPS team faced many challenges; most notably was four major software releases that delivered capability and security improvements...one of which was pushed to the team by the Chief of Naval Operations.

The Geese Award

* It's as though they are flying in a V formation. They stick together and help each other out, and get more done as a group than each could have done for their part individually

DPO Services Support Branch Team (**Beth Ruckwardt, Linda Murphy, Lynette Stevenson, Kendra Taylor, and Matt Hellman**):

The DPO Services Support Branch flew to new heights by overcoming many obstacles this year. This team was successful due to their ability to communicate well, help one another out, and take turns being the lead. Their efforts led to the contract award of five major programs for the command.



Veterans Day events

Maj. Gen. David G. Clarkson, USTRANSCOM chief of staff, meets with cadets from the O'Fallon (Illinois) Township High School Air Force Junior Reserve Officer Training Corps Detachment IL-20051. The general was guest speaker Nov. 11 at a Veterans Day ceremony held at the Veterans Monument in O'Fallon, Illinois, and the cadets participated in the program. *Photo by Lisa M. Caldwell, USTRANSCOM/PA*

Maj. Gen. David G. Clarkson, USTRANSCOM chief of staff, delivers keynote remarks during a Veterans Day ceremony held Nov. 11 at Washington University in St. Louis, Missouri. The program was sponsored by the university's Student Veterans Association, Olin Business School Veterans Association, and Law Student Veterans Association.

Photo by Maj. Matthew Gregory, USTRANSCOM/PA



Toys for Tots

By Lt. Col. Constantinos "Dino" Koutsoukos, USMC

Toys for Tots is a United States Marine Corps Reserve, not-for-profit public charity established in 1947. It distributes new and unwrapped toys to underprivileged children in local communities throughout our nation during the holidays.

The principal Toys for Tots activity that takes place each year is the collection and distribution of toys in the communities in which a Marine Corps Reserve Unit is located.

In communities without a Reserve Unit, the campaign is conducted by a Marine Corps League Detachment or group of men and women, generally veteran Marines, authorized by the Marine Toys for Tots Foundation to conduct a local Toys for Tots campaign.

Local toy collection campaigns begin in October and last until mid to late December. Members of the community drop new and unwrapped toys in collection boxes positioned at local establishments. Coordinators pick up these toys and store them in central warehouses where the toys are sorted by age and gender.

At Christmas time, coordinators, with the assistance of local social welfare agencies, church groups, and other local community agencies, distribute the toys to the less fortunate children of the community.

The toys collected at Scott Air Force Base are in support of the all-volunteer Southwest Illinois Region of Toys for Tots, and most of the toys will be distributed to those in need in the local Madison and St. Clair counties.

Please support the U.S. Marine Corps Reserve Toys for Tots Program through 10 December, 2015. Collection boxes are located in most headquarters buildings on Scott Air Force Base, the Base Exchange, and the Scott VFW at the Belleville Gate. Families can submit toy applications for their children, ages 6 months through 12 years old, by contacting the local Marine coordinators, Ray and Gladys Adams, at 618-344-5986 until Dec. 1.

For more information about Toys for Tots please visit <http://www.toys-fortots.org>.

2014 contributions

Last year Scott Air Force Base Marines collected 3,000 toys from Nov. 17 through Dec. 11, 2014. The toys collected on base were part of an overall count of 16,000 toys collected by the local Toys for Tots Coordinator, Ray



Drop new, unwrapped toys in collection boxes positioned at locations around base. This one is located in the USTRANSCOM Plaza entrance between Buildings 1900 East and West. Photo by Bob Fehringer, USTRANSCOM/PA

Adams, and volunteers from Madison and St. Clair counties.

Toys were consolidated, sorted, and distributed at the Caseyville VFW, Caseyville, Illinois. Rough estimates suggest that more than 300 families received toys at the VFW alone, which translated to about 1,000 children who had presents to open on Christmas Day.

The remainder of the toys were donated to various church groups, The Salvation Army and other charitable organizations, so many more children were positively impacted last Christmas by the generosity of folks from Scott Air Force Base and the local communities.

Strategy, from page 1

The forum raised additional questions on the appropriateness and completeness of the strategy's focus areas, that are being addressed now prior to final approval and publishing of a revised strategy.

The in-depth discussions at the Strategy Forum, along with insights from the Oct. 28, "USTRANSCOM 2020" event, provided senior leaders a clear understanding of the challenges the command faces and shaped the way ahead to address these challenges through a more refined and focused Command Strategy.

BASE notes

Breakfast with Santa

Santa's on his way! Bring the kiddos to the Youth Center on Dec. 5 to enjoy a morning full of fun activities, crafts, games and a hot breakfast with some very special guests, Santa and his Elves!

Santa will be handing out toys and goodies to all the girls and boys joining him for breakfast! All the festivities begin at 9:30 a.m., and breakfast includes some tasty items like scrambled eggs, bacon, sausage and tons more!

Pre-paid reservations are required by Dec. 3. Pricing: Adults (13+) \$10, Child \$3, and Families (all residing in same household) \$18. For more details call 256-5139. Event sponsored in part by American Red Cross, KMOV News 4, Scott Credit Union, Noodles & Company, First Command Financial Services, Drury Hotels, Sprint, Lincoln Theatre, Golden Corral, Super 8, The Edge, Olive Garden, Eckert's and Texas Roadhouse. No federal endorsement of sponsor intended.

Aerobics Room Closed

In an effort to provide the best facility and customer service, the Aerobics Room at the Fitness Center will be closed for renovations now through Dec. 1. Please note that all aerobics classes have been relocated to the James Sports Center. We apologize for any inconvenience this may cause. For more information, call 256-1218.

Notes from the USTRANSCOM Research Center

Historian is part of command's history

By TCRC

Dr. Jay H. Smith, director, Research Center/command historian, is retiring at the end of this year. During his 34 years as an Air Force historian, he has been the chief historian at every level in the Air Force from wing to major command, holding 11 positions with 9 organizations at 6 bases in the United States, Korea, and Germany.

Of those 11 jobs, he was the command historian at Pacific Air Forces, Military Airlift Command, Air Mobility Command, and United States Air Forces in Europe (USAFE) before coming to USTRANSCOM in October 2003 to be the command's second command historian in its 28-year history.

During his 12 years as the USTRANSCOM command historian, Smith's analytical thinking, research skills, and creativity enhanced the reputation of the Research Center as being more than a "history office." He spearheaded the preparation of *The Force Behind the Force: United States Transportation Command and Strategic Deployment for Operation Iraqi Freedom* that documents the contribution of the command and its components to the first phase of OIF.

"I came here from USAFE where I had been chronicling the war effort from the warfighter's side," Smith said. "It has been fascinating to be at TRANSCOM and record the deployment and sustainment side of the fight. Not many historians get to be part of the whole picture."

While at USTRANSCOM, he has interviewed and prepared in-depth oral histories of five commanders, six deputy commanders, three chiefs of staff, and a command senior enlisted leader. These interviews illustrate the command's evolution from the senior leader perspective and are highly regarded throughout the Department of Defense.

Smith helped create museum-quality displays located on the first floor of Building 1900 East that brilliantly-helped inform visitors and staff about the command staff about the command's history, mission, assets, people, and logistics heritage. He is often asked to give tours of the displays to distinguished visitors.

He has directed the Vicksburg Campaign Staff Ride, a four-day event that provides a unique training opportunity for USTRANSCOM personnel, since its establishment in 2004. More than 250 staff members have been able to walk Civil War battlefields and



Dr. Smith often provided tours of the USTRANSCOM historical exhibits for visiting dignitaries. Here he explains an aspect of the Building 1900 East main lobby for Secretary of the Air Force Deborah Lee James in early 2014. Photo by Bob Fehringer, USTRANSCOM/PA



Former USTRANSCOM Commander Gen. Norton A. Schwartz presents Dr. Smith with a coin during the general's farewell tour of Building 1900 East as he prepared to become the Air Force Chief of Staff in August 2008. Photo by Bob Fehringer, USTRANSCOM/PA

apply historical perspective on joint warfare and leadership to present day experiences.

"Despite its importance at the time, the Vicksburg campaign is not as well known or studied as those that took place in the east," Smith said. "Yet, it raises many issues at the strategic, operational, and tactical levels of war that are relevant to the staff of a joint logistics organization such as USTRANSCOM."

"I worked for Jay at the AMC History Office from 1992-1994," said Peg Nigra, Research Center staff historian. "And it was wonderful to have him back as my boss when Dr. Matthews retired in 2003."

"I have learned so much from Jay," Nigra continued. "It has been an honor to work with him. It's going to be tough to say good bye."



TRANSCOM 2020

By Rob Wieland, TCPA

Senior leaders from U.S. Transportation Command and its components gathered here Oct. 28, to peek into the organization's future in a program termed, "TRANSCOM 2020." TRANSCOM 2020 doesn't replace Our Story 2013-2017. "It (TRANSCOM 2020) should greatly inform and influence our strategy," said Gen. Darren W. McDew, commander, US-TRANSCOM.

The Change Management and Deloitte team facilitated the meeting of senior leaders utilizing subject matter experts from Deloitte's Human Capital, Strategy & Operations, and Research practices.

The all-day event consisted of four independent sessions, or acts, which allowed key decision makers the ability to leverage change management tactics to better understand challenges and innovations for the future. The goal for the gathering leaders was to create two action statements on two selected trends that the command will adapt in the near-term future.

Two common terms throughout the sessions were drivers and trends: drivers are external forces of change that can be positive or negative. Trends are described as opportunities, or what you can do to address drivers.

During each act teams utilized post it notes and a white board to scribe ideas for the future with the goal of filling up the board. Once completed, the teams discussed each idea, ultimately determining the two biggest challenges the command will face in the future. Groups then presented their findings to all the attendees for further discussion.

Act one was titled "The Forces of Change," and enabled the five-person



Senior leaders from U.S. Transportation Command and its components recently met for a closer look into the future of the command entitled "TRANSCOM 2020." The all-day session allowed key decision makers the ability to leverage change management tactics to better understand challenges and innovations for the future. Photo by Rob Wieland, USTRANSCOM/PA

teams to brainstorm what they felt were the drivers of change for US-TRANSCOM.

"Adapting to the Future" was the topic of act two, which allowed members to explore trends that TRANSCOM can embrace for the future.

Act three empowered the groups to build their action statements and timetable to gauge progress.

The culmination of their efforts was captured and put on paper during act four where they created action statements and presented them to the entire group for consideration to be the final two.

As the group voted on the two efforts proceeding forward, senior leaders lauded the teams' efforts and empowered them to move forward. "This is too important, I've got too many brains in this room who say these are all great ideas, so, I trust they are, and let's go," said McDew.

The trend items that will be a part of USTRANSCOM's future are: workforce innovation, internet of things, open talent economy, joint acquisition, and a responsive pricing model.

"There's goodness here to be able to tell the force what we are going to work on," said Maj. Gen. David G. Clarkson, chief of staff, US-TRANSCOM.

Future plans are in the works for directors to present the TRANSCOM 2020 information to the workforce, with the exact time, place and approach to be determined.

"We want to give them (workforce) the opportunity to say yes, I agree," concluded Clarkson.

Ultimately, the outcome is for leadership and the entire organization to a build a deeper understanding about the external landscape, which will enable informed alignment with initiatives and strategic planning.

Facilities and Safety Corner

Left - A contractor removes the Seay Auditorium curtains, Nov. 17. The old curtains will be used as a template to produce a new set that will cover the video wall, as renovations to the auditorium continue.

Right - Contractors install a new HVAC system for Building 1961, Nov. 16. Photos by Mike Hobbins, TCCS



Recognitions



Retiring colors

Master Sgt. Elizabeth "Liz" Dooley (center), TCCC-SEL Executive Assistant, observes the flag folding during her retirement ceremony in the Seay Auditorium Nov. 16. Dooley retired after more than 23 years of active duty service in the U.S. Air Force. Folding the flag are left, Dooley's son Jett Dooley and Tech. Sgt. Rick Davie. Acting as narrator for the event was Dooley's brother, Tech Sgt. Dan Exum. Photo by Rob Wieland, USTRANSCOM/PA

Arrivals

Sgt. Tabatha Ragsdale, TCJ3
Sgt. Ariel Romero, TCJ3
Sgt. 1st Class Travis Britton, TCJ3
Col. Donald Absher, TCJ3
Maj. Leslie Forbes-Mariani, TCCS
Sgt. Michael Hendrix, TCJ3
Sgt. Zachary Eriksen, TCJ3
Daniel Derick, TCAC
Mary Beth Gaffney, TCAQ
Mitchell Johnson, TCJ1
Lauren Langhauser, TCAQ
Patrick Mally, TCAQ
Maureen Casey, TCJ6
Michael Trace, ERC
Randall Dexter, TCJ1
Julitssa Dye, JECC
Jennifer Knight, GPMRC
Tesla Palumbo, JECC
Gayle Sledge, JECC
Cmdr. Jack Parker, TCJ5/4
Petty Officer 2nd Class Christopher Abacon, JCSE
Petty Officer 1st Class Jessica Martinez, JCSE
Petty Officer 3rd Class Kyle Faulk, TCJ3-DCS
Petty Officer 2nd Class Antonio Washington, TCJ3-DCS

Departures

Lt. Col. Adalberto Paganfigueroa, TCJ3
Capt. Tony Zucca, TCJ3
Sgt. Jeffrey Trotter, TCJ3
Tech. Sgt. Richard Davie, TCJ2
Lance Davidson, TCJ1
Irma Deimeke, TCJ8
Tracy Donald, TCJ6
Estrella Navarro, GPMRC
Lt. Heath Floray, TCJ2
Rear Adm. David Baucom, TCJ5/4
Cmdr. Marc Fryman, JECC
Cmdr. Kevin Quinn, TCSG

Petty Officer 1st Class Quantez Gurley, TCJ3-DCS
Cmdr. Stephen Motter, JECC
Dr. Jay Smith

Promotions

Master Sgt. Andreana Carrington, TCJ5/4

Editor's note

Ranks of all services are written in the Associated Press Style format, which is the journalism standard for uniformity of printed material in any form of the news media.

We realize individual branches have their own style, but that is used for individual-service-oriented material.

